

NADO'S ANNUAL TRAINING CONFERENCE

CHARLOTTE, NC

OCTOBER 2018

INVESTING IN THE FUTURE OF REGIONAL DEVELOPMENT



BEING AN EFFECTIVE BOARD MEMBER

WORKFORCE SYSTEMS ASSOCIATES



What is the “core purpose” of your organization?

Your Purpose

MANAGING A LARGE BOARD...REQUIRES

**STRONG
LEADERSHIP**

**STRONG
COMMITTEES**

**STRONG
STAFFING**

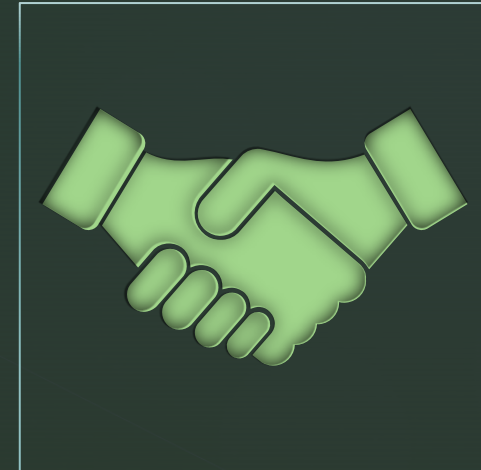
- CLARITY OF FORM OF FULL BOARD MEETINGS VS. COMMITTEES

STRONG LEADERSHIP

- CHAIR PLAYS PIVOTAL ROLES
 - DEFINING BOARD PRIORITIES
 - HOLDING COMMITTEES ACCOUNTABLE
 - REPRESENTING THE BOARD EXTERNALLY

STRONG LEADERSHIP

- EXECUTIVE COMMITTEE ALSO IS KEY
 - CAN ACT QUICKLY ON BEHALF OF BOARD WHEN NECESSARY
 - PROVIDES INTRA-BOARD COORDINATION
 - PROVIDES ORIENTATION TO NEW MEMBERS



STRONG COMMITTEES

BOARD EMPOWERS
COMMITTEES TO ACT
ON MOST THINGS, NOT
JUST RECOMMEND

- ALTERNATIVE: A CONSENT
AGENDA FOR FULL BOARD
MEETINGS

EACH COMMITTEE
DEFINES AND DELIVERS
CLEAR PRODUCTS

STRONG COMMITTEE
CHAIRS AND SOLID
MEMBERSHIPS

MEMBERSHIP OFTEN
GOES BEYOND BOARD
MEMBERS

STRONG STAFFING

- EFFECTIVE BOARDS HAVE HIGH QUALITY STAFF, FULLY FOCUSED ON THE BOARD'S AGENDA
- WORK REQUIRES STAFF TO MANAGE ISSUES
- SKILLS NEEDED ARE
 - MEETING MANAGEMENT
 - CONTENT SUPPORT FOR BOARD
 - STRATEGIC PLANNING
 - ISSUE MANAGEMENT



The What Vs. The How

The “What” of Boards

Critical Success

01

How would you describe your board's one critical success factor?

02

How would you define success for your board?

THE WHAT OF BOARDS

- BOARDS DEAL WITH THE “WHAT”
 - VISION
 - MISSION
 - GOALS
- COMMITTEES/STAFF DEAL WITH THE “HOW”
 - STRATEGIES
 - ACTIONS
 - OPERATIONAL ITEMS
 - DAY TO DAY WORK



THE WHAT OF BOARDS

- BOARDS ARE POLICY CENTERED
- BOARDS ARE DRIVEN BY A STRATEGIC VISION
- BOARDS FORM COMMITTEES FOR BOARD WORK, THE “HOW”
- BOARDS ACTS AS ADVOCATE FOR MEMBER NEEDS

BOARD AND STAFF

BOARDS OVERSEE
POLICY AND
PROVIDE
GUIDANCE

STAFF CARRIES
OUT THE WORK
AND POLICY OF
THE BOARD

BOARDS DO NOT
MICRO-MANAGE

- OTHERWISE, BOARDS MISS OPPORTUNITIES AND THREATS

BOARDS
EMPOWER STAFF
AND COMMITTEES
TO CARRY OUT THE
WORK OF THE
BOARD

- TRUSTWORTHY
- KNOWLEDGEABLE



FULL TIME SUPPORT FOR THE
BOARD'S AGENDA

STAFFS THE COMMITTEE'S
WORK

CEO AND STAFF

ASSISTS COMMITTEES
ESTABLISH BUDGET FOR
APPROVAL

PROVIDES FOR EVALUATION OF
MEMBER SERVICES

ACCOUNTABLE TO BOARD



BOARD MEMBERS

- ATTEND BOARD/COMMITTEE MEETINGS
- ACT AS AGENTS FOR CHANGE
- PROVIDE MEMBERSHIP INPUT
- WORK ON COMMITTEES
- PREPARE TO DISCUSS ISSUES
- RECOMMEND/PROVIDE SOLUTIONS TO ISSUES
- EMPOWER ELECTED LEADERSHIP

COMMITTEES

- DRIVES GOALS AND WORK PLANS
 - PRODUCT OF STRATEGIC PLAN GOALS
 - REVIEWED QUARTERLY AND ANNUALLY
 - FULLY EMPOWERED BY THE BOARD
 - MAINTAINS ALIGNMENT WITH STRATEGIC PLAN
 - COME TOGETHER AT THE EXECUTIVE COMMITTEE

BOARDS and COMMITTEES



BOARDS ARE STRATEGIC, NOT OPERATIONAL





BOARDS

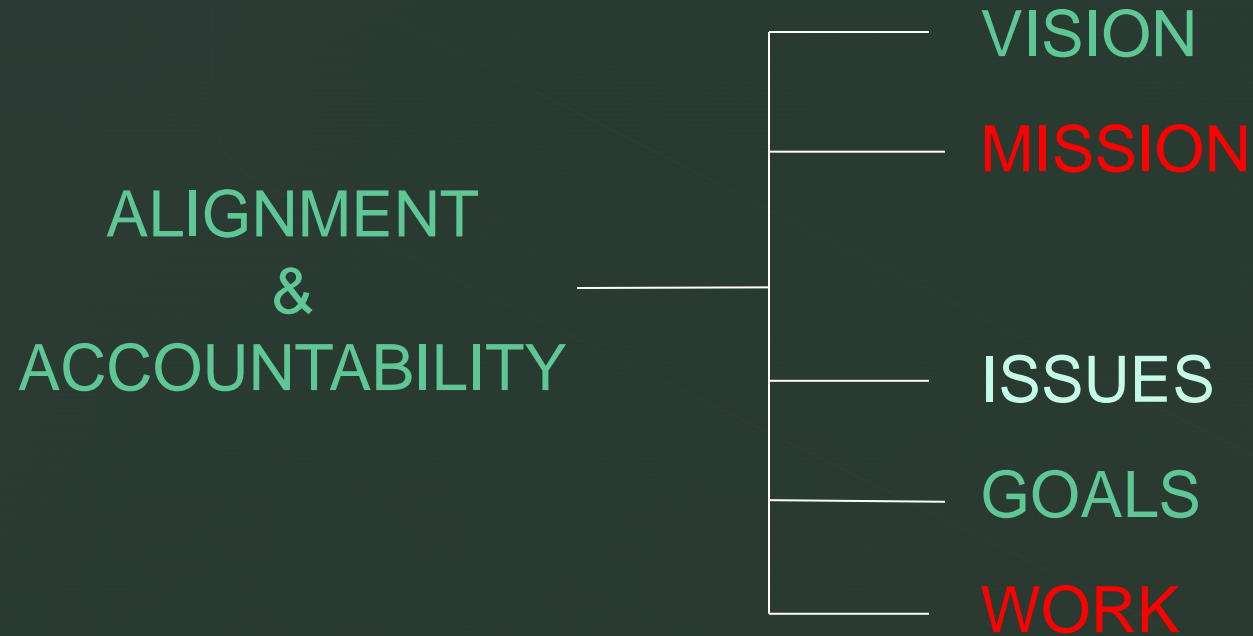
BOARDS ARE DRIVEN BY A STRATEGIC VISION, THE “WHAT”

BOARDS ARE POLICY CENTERED

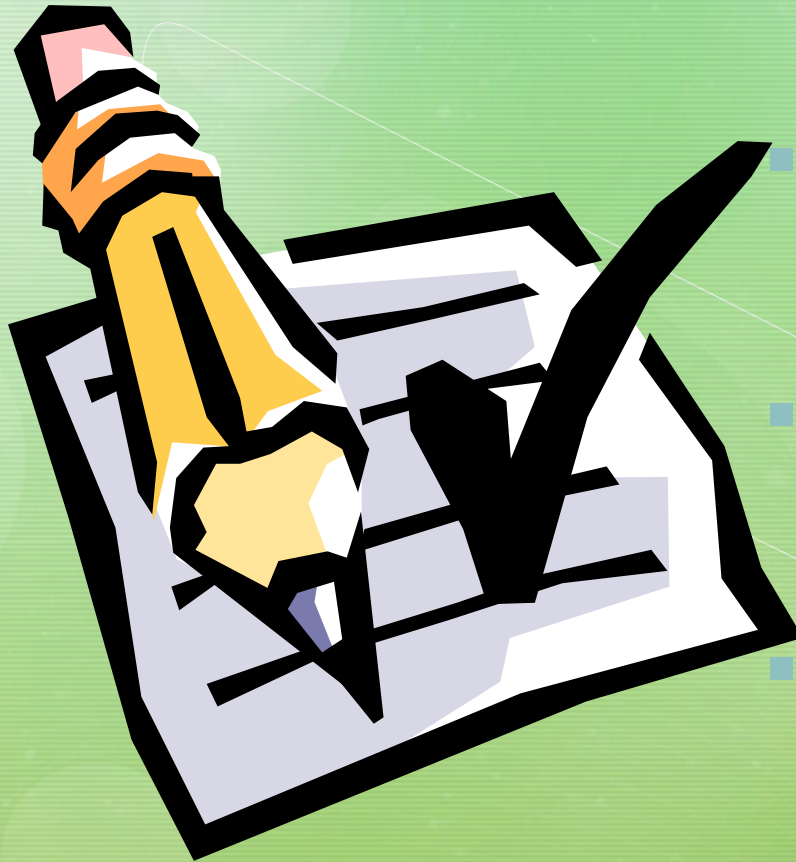
BOARDS ACT AS ADVOCATE FOR MEMBER AND COMMUNITY NEEDS

BOARDS FORM COMMITTEES FOR BOARD WORK, THE “HOW”

A BOARD MUST ENSURE THAT ITS WORK HAS ALIGNMENT AND ACCOUNTABILITY WITHIN THE FOLLOWING:



STRONG CEO LEVEL BOARD AGENDA



- 1/3 NEW BUSINESS
- 1/3 OLD BUSINESS
- 1/3 DIGGING DEEPER AND LEARNING

SUCCESSFUL BOARDS HAVE

- A CLEAR VISION
- CLEAR SENSE OF PURPOSE: WHAT NICHE/ROLE DO YOU PLAY IN YOUR COMMUNITY?
- A FOCUS ON PRIORITY ISSUES
- DEFINED EXPECTATIONS FOR THEMSELVES AND THEIR STAKEHOLDERS
- STAFF WITH THE CAPACITY TO SUPPORT THE BOARD'S WORK
- STRONG, STRATEGIC PARTNERSHIPS
- CEO-LEVEL AGENDAS
- A STRONG SENSE OF ACCOUNTABILITY



It is 5 years from now, what has
changed because of your work?

Quick Question

A COMMUNITY OF CHOICE

- **Good Infrastructure** (roads, broadband access, utilities, etc.)
- **Economic and Workforce Development - Friendly Environment**
- **Knowledgeable and Skilled Workforce**
- **Strong Education System**
- **Good Industry Conditions**
- **High Quality of Life**
- **Engaged Communities**
- **Diverse Economy**
- **Private Sector Involvement;**
- **Good Working Conditions**



THE FINAL RESULTS

- **BOARDS DO STRATEGIC PLANNING AND THINKING SO THEY CAN:**
 - ***SEIZE OPPORTUNITIES AND DERAIL THREATS TO PLANS***

Accomplishment

- What 2 things can your organization accomplish over the next 2-3 years that will help you realize your purpose?



"Societies that have a strong coherent sense of what is important, and a collective will, will probably be most successful"



John Frank & Fraser Mustard G&M 05-01-95

Ten Commandments for an Effective Board Member

- *Be prepared for and attend* all committee and board meetings. If you are too busy to do your homework, you are too busy to serve.
- *Actively listen* to staff, guests, and fellow board members. You may find comments and questions that make sense.
- *Maintain courtesy*, civility and decorum at all times particularly when an irate guest, board or committee member decides to get on their soap box. Remember, you are expected to act like a mature adult even if those around you do not.
- *Carefully choose your words* when participating in a board meeting. No matter how much you might regret it, someone is going to remember exactly what you said.
- *Avoid conflicts of interest*. It is not just a good idea; it is the law and the policy of this board. Also do not invent a conflict in order to avoid voting on a vital issue that may offend someone. *Recognize that the Board operates in the sunshine.*

Ten Commandments for an Effective Board Member (continued)

- *Avoid even the appearance of impropriety.* Perception is often as important as reality. You should not use your office/position to gain any advantage over any other member.
- *Avoid back room/parking lot deals* when it comes to board issues. It is bad practice and depending on the issue, may border on unethical conduct.
- *Never commit your vote* until you have heard all sides of an issue. Frank discussion and collaboration are not just buzzwords.
- *Govern the programs don't manage them.* Keep your eye on the vision the board has set out. Staff exists to carry out your vision and decisions.
- *Exercise stewardship not ownership.* The money you will be spending belongs to the members. Any official position you hold is only temporary, hand it over in better shape than you received it.

Community Competitive Advantage Indicators

Good Infrastructure (roads, broadband access, utilities, etc.)

- ◆ Economic developers are looking at environmental scans of the community and impacts of companies being brought into region

Economic and Workforce Development - Friendly Environment

- ◆ Well organized collaborative system
- ◆ Innovation without dollars
- ◆ Aligned public sector investments in training
- ◆ Easy to find services from a variety of sources

Knowledgeable and Skilled Workforce

- ◆ Well educated labor force
- ◆ Workers have knowledge of the labor market
- ◆ Workers seek transferable skills
- ◆ Basic skill level is high for all community members

Community Competitive Advantage Indicators (continued)

Strong Education System

- ◆ High graduation rates/low dropout rates
- ◆ Effective education; low post-secondary remediation rates
- ◆ Career and technical training in secondary schools including ethics/soft skills training
- ◆ Curricula driven by employer needs; demand driven education system
- ◆ High schools and elementary schools looking at alternative methods of education
- ◆ Innovative approach to teaching and obtaining skills (e.g. Distance learning, varied times)
- ◆ Strong, responsive k-16 education system

Good Industry Conditions

- ◆ Low turnover of employees, employers get what they pay for
- ◆ Employee participation in training

Community Competitive Advantage Indicators (continued)

High Quality of Life

- ◆ Available arts venues including parks and libraries
- ◆ Environment concerns part of community dialogue
- ◆ Adequate wellness facilities
- ◆ Travel times to work are reasonable
- ◆ Quality that sustains all levels of wage earners
- ◆ Young people want to stay in the community
- ◆ Investments in children and adults of all capabilities valued as resources

Engaged Communities

- ◆ Engaged community discussions around workforce issues
- ◆ Fast reactive times to economic trends (trends are not a destiny)
- ◆ Industry sectors that are grouped in the area (i.e. Supply chain, product and distribution)
- ◆ Community-wide vision and planning for economic development
- ◆ Crystal ball trending based on regional factors not fads
- ◆ Business and other leadership focuses on workforce and economic vitality

Community Competitive Advantage Indicators (continued)

Diverse Economy

- ◆ Diverse industry present across all sectors
- ◆ High employment rates of trained graduates
- ◆ Diverse labor market
- ◆ Low, middle, and high-end jobs available
- ◆ Career ladder opportunities exists within sectors

Private Sector Involvement;

- ◆ Business/education partnerships
- ◆ Industries investing in education
- ◆ Private sector support of publicly funded services
- ◆ Companies provide in-house training to keep workers

Good Working Conditions

- ◆ Competitive wage rates

▶ A Famous Philosopher Said

*Somebody's got to do
something, and it's
incredibly pathetic that
it's got to be us.*

Jerry Garcia, The Grateful Dead

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